

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

SPECIAL MEETING of the Council of the City of Joliet, Illinois held on Wednesday, August 8, 2007 at 6:00 P.M. in the Council Chambers, Joliet Municipal Building, 150 W. Jefferson Street, Joliet, Illinois.

An Invocation was delivered by Father Matthew Edassery of St. Mary Nativity Church, 710 N. Broadway Street, Joliet, Illinois.

Father Edassery then led the pledge to the flag.

**ROLL CALL**

PRESENT: MAYOR ARTHUR SCHULTZ and DISTRICT 4 COUNCILWOMAN SUSIE BARBER, DISTRICT 2 COUNCILMAN TIMOTHY M. BROPHY, COUNCILMAN AT LARGE THOMAS C. GIARRANTE, COUNCILWOMAN AT LARGE JAN QUILLMAN, DISTRICT 1 COUNCILMAN JOSEPH R. SHETINA, COUNCILMAN AT LARGE MICHAEL F. TURK and DISTRICT 3 COUNCILMAN ANTHONY UREMOVIC

ABSENT: DISTRICT 5 COUNCILMAN WARREN C. DORRIS.

ALSO PRESENT: CITY MANAGER JOHN M. MEZERA AND CORPORATION COUNSEL JEFFREY PLYMAN.

A Notice of Special Meeting of the Council of the City of Joliet, Illinois to be held on Wednesday, August 8, 2007 at 6:00 P.M. in the City Council Chambers, Joliet Municipal Building, 150 W. Jefferson Street, Joliet, Illinois, called by MAYOR SCHULTZ for the following purpose was submitted:

- 1) Discussion of Silver Cross Hospital Relocation with the Silver Cross Board and Administration

Attorney George Mahoney of the Silver Cross Board of Trustees thanked the Mayor and Council for the opportunity of meeting with them. He said our mission is joined; the people on the Board want the same thing that the people in this community want. He said our community is bigger than Joliet, because although about 50% of our patients are from Joliet, our community is broader and knows no geographic limit. He stated our objective is the same as yours and that is we want to have the best possible care for our patients, their children, our future patients, for our generations of tomorrow. He said we've looked carefully at that; we've studied it at length. He said many of you are aware that Silver Cross Hospital has really come to the foreground the last 5 or 6 years in part because of the leadership of our Board Chair, Connie Curran, and where we've come to the fore is essentially that we've really focused on patients and we've focused on quality. He said 50% of our patients are from Joliet, and of our patient mix, about 41% to 42% is on Medicare, and 20% is on Medicaid, State pay, and 7% is charity care or free or no pay. He said like the City of Joliet, our objective is that we have to plan for the future and we have to plan for the health care needs of the Silver Cross community, of your children and your children's children, just like you do with the City of Joliet. He said we're proud that we're a Solucient Top 100 hospital. He said there are 5,000 hospitals in the U.S. and we're one of the top 100. He stated in the last survey of 2000 hospitals, we were in the top 1 percentile in nursing care and in the top 2 percentile with our emergency room, but our Board says we owe the Silver Cross community for the next generations more – it can't sit there, and we'll talk to you about those issues.

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

Mr. Mahoney said It's important for you to know why we've arrived at this decision. He said we've looked carefully at these issues, but we've made a commitment as a Board that we have to move health care in our community to the next level and we're not complacent with where we're at now. He said I've got to talk personally to you. He said I've heard that there's concern that we did not come to the City Council before we made this decision. He said I've heard each of you and I've read about it, and I understand what your concern is, but I want each of you to know that the last thing we wanted to do was disrespect any of you.

Mr. Mahoney then introduced the following Silver Cross Board members who were present: Chairperson Connie Curran, Jack Carlstrom, Wayne Doede, Dr. Dan Gutierrez, Douglas "Duffy" Hutchison, Al McCowan, Steve Morrissette, Dr. Sal Rinella, James Roof, Louis "Corky" Sehring and Russ Slinkard. He also introduced Silver Cross President and CEO Paul Pawlak.

Mr. Mahoney said we want you to know what some of our rationale was. He said it's important to you because if our objective is the same, that we want to have the best quality health care for all of the people for tomorrow's generation, and have a great re-use plan working with the City for this site, Dr. Gutierrez is our friend and colleague, a doctor at Silver Cross for a number of years. He said Dr. Gutierrez would like to tell you about his perspective on the importance of this decision to his patients who are many east side patients in our community

Dr. Dan Gutierrez stated it's a pleasure and a privilege to have the opportunity to address you. He said my relationship with Silver Cross Hospital exceeds 50 years, and my first job there in 1956 was as an orderly, and as I was thinking about this, I have to tell you that when you think about replacing an institution in which you had your first introduction to medicine and your first real commitment to what I consider to be a great profession, it's not without mixed feelings when you think about leaving it. He said I think all of us have had experiences with that hospital and I think within the walls of that hospital that spans 100 years now, it carries the breadth of emotion, and you have the joy of a newborn, and all the hope that brings, you have the despair when you see a child die of meningitis, you have the anxiety when someone has done a biopsy on a breast or a lymph node as you await that report, and I think all of us who have been through hospitals experience the elation that you have when successful surgery has been performed and you get in that wheelchair and somebody wheels you out and you take in that breath of fresh air and God, it's good to get home. He said so I think we've all gone through that and without really belaboring that, I think all of us have had a major experience and experienced the whole range of emotions that a human can go through when we consider what our experience has been with Silver, and in speaking to people over the last few weeks, friends and family, patients, how do you feel about it, I think everybody has that kind of reaction in terms of it's been a frame of reference for the community in which you've placed great trust in that institution. He said as I've mentioned to you, in many ways it's been the final hours of your relationship with a loved one, and I think the idea of replacing a hospital above and beyond just the financial and the academic aspects of health care etc. go much beyond that for those of us who were born and raised on the east side, so I think there's no way I can tell you the depth of discussion for those of us who have been involved with the Board over the last 18 months in terms of what we've experienced as we've gone through this very deliberate process and how it was going to affect Joliet.

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

Dr. Gutierrez continued that my concern with the future of that hospital actually precedes the 18 months in which we've been involved with it at depth. He said I think you have to realize something that I have not been happy with, but I think is a fact of life, is that health care has become very competitive. He said you can't turn on the television without seeing something from major hospitals in Chicago. He stated we're actually within an hour's drive of 6 major institutions in Chicago, and a fact that has been apparent to us for some time and which in one way bothers me, and sometimes it makes me bristle, is when we realize that approximately 56% of the people of Will County receive their health care outside of Will County. He said and this includes both hospitals, so basically what this number is telling us is that every other person that we see on the streets of Joliet and in Will County is hospitalized for their health care outside of Will County, and the number even exceeds that when you look at the numbers for outpatient health care. He said and why do these numbers concern me, they concern me greatly because as I look at our hospital and although we've had a great team effort in maintaining and receiving these Solucient Top 100 awards 3 years in a row, for some time I've been extremely concerned in terms of the competitive effect if one or two hospitals would be developed in our eastern corridor, and I've had in-depth discussions at times with Paul Pawlak, and I've said to him, how are we going to prepare for this, how are we going to position ourselves for this in the future, and this has been going on and on. He stated the recent major development of population growth in Will County with its actual stimulus for us to develop the need for increased beds caused us to go through this great and deliberate process over the last 18 months in terms of what was our future. He said we could sit back and be very happy with those excellent awards which few hospitals in the Midwest have received, but it became very apparent to the Board as they deliberated in this process that we really couldn't look to the past, we had to worry about the future. He said as we looked at the options, developing another tower at our present site, and putting more money into a structure where parts of the building exceeded 100 years, the real focus of the discussions became what is our commitment to the future, to Silver Cross, and as the discussion went on, we recognized that we had to view ourselves as being in a highly competitive market and we had to position ourselves to obtain and continue to obtain the top quality physicians for our hospital.

Dr. Gutierrez said when you look at what has happened in health care, hospitals are no longer a place where the primary care or family doctor places a patient. He said the requirements of Medicare and insurance now require patients to be admitted with requirements with major disorders which are going to require treatment within certain limits of time, and over the last several years I have been involved with attempting to recruit physicians from various high quality institutions around the country. He said I've interviewed people trained at Harvard, Mass General, Brigham, the University of Chicago, Duke, Stanford and it's not been easy. He said the physician that is coming out of training today has benefited from some of the most complex training that American medicine has to offer, and they want to go to a hospital that offers the latest in technology and they want to be part of an institution that challenges them, both intellectually and in every other areas of their recent training. He said and so with this, and with the discussions which we have had over the last many months, I certainly felt we have the opportunity to position ourselves in a location where indeed we can develop a state of the art facility, and position ourselves in a place where indeed we would be appealing to those individuals coming out of the best training sites, not only in the Chicago area, but throughout the country.

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

Dr. Gutierrez said the mission of the hospital has always been to quality. He said I think one of the more important aspects and certainly something of which I've been proud in my 35 years at Silver, having attended many Board meetings, having been president of the staff and having chaired the credentials committee for over 10 years, has been in my dealings with the Board of Trustees and there have been many, and it's always been about quality, what can you do to maintain and improve quality. He said certainly it is a tribute to the late Rabbi Morris Hershman who really established a culture of accountability throughout our Board of Trustees. He said historically if you go back to the 1930s and 1940s, hospitals were often functioning independently and didn't have the rigid government requirements that they have today, but when the Rabbi came, he instituted a culture of responsibility and accountability among the Board of Trustees. He said you no longer went to a Board meeting to sit and have coffee and chit chat, you were assigned committees and you were given responsibilities. He said this culture has carried onto this Board, and I have to congratulate the members of the Board because of the absolute dedication and their commitment to the ideals of continued superior health care. He said it's my sincere belief and conviction that if we do not position ourselves to deal with the competitive nature that is going to be encountering us in the future, I'm very very concerned about the future of the hospital. He said I've expressed this at countless Board meetings and over the last many many months above and beyond everything that we've discussed, the Board has placed commitment to its mission to provide quality health care and to maintain access to people of all races and of all colors whether or not they can afford health care or not, so again this has been my commitment to the Board and I feel that we are proceeding in the right direction.

Chairperson Connie Curran said I am a nurse, the largest group of health care workers in America. She said there's 4 nurses for every doctor, and I want to tell you that we give superb quality care at Silver Cross. She said we're 100 out of 5500 hospitals, you heard the statistics from George. She said I want to talk to you a little bit about what a day in the life of a nurse at Silver Cross might be like and you know we have about 1800 employees in a place that's 100 years old that has 11 buildings kind of hooked together in sort of a patchwork quilt, and I hope all of you have had the good fortune to be treated at our hospital or to visit someone there or have a loved one there, but in our hospital, you can start on one floor and before you know it, you're on another floor because you switched buildings and then you're on yet another floor, and we're spread all out and it's about probably 150 yards from our emergency room. She said half of our patients, 55,000 patients a year, come through that emergency room, from the emergency room up to a patient floor. She said the average nurse in the country is 47 years old, so let's think about what tomorrow morning will be like, it will be 7:00 and the nurses will arrive to take care of the patients, and one of the things that we do for every patient, almost every patient, whether they're a heart patient, a kidney patient, a high blood pressure patient, is we have to weigh the patient because we want to know is the medication working, do we need to adjust it, how are we doing, so here we have an average patient today, might be 80, so we have an 80 year old patient that we have to get out of a bed, get onto a scale, this patient has had a rough night sleeping, if she was feeling just peachy she wouldn't be in the hospital, so we have the 47 year old nurse who has to leave the room and go look for a scale, so we find the scale, we get the scale down to the room, now we have to find another nurse, so we have two 47 year olds getting the 80 year old onto the scale, and getting her there steady enough that we don't hold her up, because if we touch her we're going to affect her weight, and yet we don't want her to fall, and then we have to get her off the scale and

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

get her back in her bed. She said that just took probably 20 minutes. She said the average nurse at Silver Cross Hospital spends 2 hours a day, 25% of her time, running down the hallway, finding scales, finding other workers and getting things rather than spending the time the way she wants to spend her time, and that's with patients. She said in our new hospital, we'll have beds that will have scales built in them. She said it will be a 30 second procedure; the nurse won't be running down the hallway, she'll be spending her time with the patients.

Ms. Curran said at Silver Cross the only bad quality report I can remember receiving came a couple years ago when we had our annual visit from Medicare and from the State of Illinois and we were cited for like 39 things, and I was absolutely shocked, because we were always getting accolades for being tops in the country, and all 39 of those things had to do with the building. She said they had to do with not having enough elevators and they had to do with the physical structure of a 100 year old building, so I'm here tonight to tell you that Silver Cross isn't bricks and mortar; Silver Cross isn't that chunk of 11 buildings that has been there for 100 plus years, Silver Cross is people like Dan who has been here and takes care of you and your family, people like George who fights to help us get money. She said the average hospital in the country takes care of 8% of their patients on Medicaid, we have 20%. She said don't question our commitment to the poor or our commitment to this community, it's there, and we believe this new facility, as Dan said, will help us give better care, will help us attract better doctors and better nurses and better professionals. She said Children's Hospital has agreed to come out, we'll have pediatric care like we've never had in this part of the State, and we're absolutely convinced we'll use our caregivers to do the things that they went into health care for, take care of patients, not take care of an old building and spend their time running up and down the hallway. She said we think this is the best thing for our children, our grandchildren and your children and grandchildren.

COUNCILMAN UREMOVIC said in regards to the buildings, only one of your buildings is 100 years old, the rest of them have been phased in.

Ms. Curran said that's correct.

COUNCILMAN UREMOVIC said I've taken a drive over there over these last 10 days, about 5 different times, and you've got a beautiful facility; it looks brand new from the outside, so I hope we're not being misled to think that all these buildings are 100 years old.

Ms. Curran said no, but the main part of the building is 100 years old.

COUNCILMAN UREMOVIC said I don't want to make light of this, but it sounds like you really need to buy more scales.

Ms. Curran said we've tended not to spend our money on bricks and mortar; we really have tended to spend it on our people and on the people in this community.

Mr. James Roolf said this has been a long road, and the road is not yet traversed because we have a ways to go before this becomes reality. He said we looked at a number of things as we assessed the current situation at Silver Cross Hospital, both from today's perspective, two year's perspective and twenty year's perspective. He said some will tell you 100, but I can't think that far out, I can think 20. He said I think we have to look at the vision of what we need to do for

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

the hospital. He stated this was a tough, tough deliberate process that we went through. He said some of you may know, my daughter works at Silver Cross Hospital as a nurse; she works in the dialysis unit so she works in a very difficult situation day in and day out. He said my wife was born at Silver Cross Hospital, and they didn't know about this until the day we came to you with it approximately two weeks ago. He said I can tell you that dinner that night was not that much fun from my wife's side, but my daughter was OK because she's a nurse and she's looking forward to it because even as young as she is, she has a commitment to quality for the patients that she serves. He said you might ask well when did you really start thinking about this, when did you come into ownership of the land. He said Silver Cross purchased the land at 355 and Cedar Road and Route 6 and that vicinity in March of 2004. He stated you may recall that 355 was approved later in that year in about September or October, and I think I have that on a pretty good basis having participated in some of those meetings. He said the highway was not a factor in the determination initially; the property at Route 6 was part of a purchase that we were looking at in other parts of the County and the farmer that had this particular parcel also had two others. He said the farmer basically made the statement, if you want one you buy all three. He said we weren't sure at that point what the decision was going to be, but as a Board we did in fact did purchase all 3 and closed on them in the spring of 2004. He said that process in owning that property didn't start the process of us making this determination that we came to during our Board meeting in the month of June. He said it crystallized about 18 months ago when we started to go about our Master Facilities Plan and determine what we needed to do at the hospital to not maintain the level of excellence that we have, and I happen to chair the Quality Committee so I pay particular attention to that subject, but how do we take it to the next level, how do we take an excellent level and move it to a superior level. He said we assessed looking at all 11 buildings, all of various ages, various sizes, various dimensions, all scattered about a 50 acre parcel. He said we looked at those buildings and we tried to say how can we do something here to improve our future. He said we looked at taking certain buildings down and building new towers, and as we started to go through that process, we came to the realization that we could take 8 years and \$4 or \$5 hundred million and take down certain buildings and essentially take them out of commission and disadvantage the patients and the communities that we serve at the hospital by doing so and building new ones to replace them, but the challenges that are related to that process are huge, they are huge. He said we as a Board looked at that and as we engaged the consultants that we have, Navigent Consultants and Newcastle and others to look at just what do we do, the discussion relative to a replacement hospital began.

Mr. Roolf said this was not an easy decision. He said I can suggest to you that it took us a great deal of time as a Board to really embrace this decision. He said we've asked you to embrace it in very short order, and perhaps a little too quickly, but trying tonight to explain to you the process that we went through to come to this conclusion. He said we looked at 355 and we recognized that a new corridor was going to evolve over the next year and the next 5 to 10 years in the form of Route 6 and Silver Cross currently anchors it on the western end of that corridor. He said the move that we're talking about will create the anchor on the eastern end of that corridor, and as we come back into Joliet, we have an opportunity with the campus that currently exists to look at some re-use activity. He said we don't know what those are at this point but we've again engaged a consultant that helped us look at a number of things from parks and recreation, to retail, commercial, medical situations, and we will, we will keep an urgent care facility on the current Silver Cross property; that's really important. He said we

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

have been a partner in that neighborhood for many, many years. He said we've worked very hard on Ridgewood; we will continue to work hard on Ridgewood because we were involved in starting that process. He said we will not neglect the responsibility and the commitment we essentially made to improve the east side of Joliet. He said that commitment will not go away; that commitment is to all of the residents of the entire service area that we have. He said we have a responsibility as a Board to discharge the operation and activity of the hospital, and that's what caused us to go through this process. He said we asked our Board to keep it confidential as we went through this process. He said surprisingly, no one knew about it until we made the announcements that we did approximately two weeks ago. He said we did not talk to the Chamber of Commerce and we did not talk to the Will County Center for Economic Development or anybody else. He said we talked amongst ourselves working with our consultants, and we came to the conclusion that a replacement hospital indeed is the vision that we must have for our area. He said we're going to ask you over the journey that we're embarking on to kind of buy into that vision. He said you may not do it today, but over time, I think you will see that the vision that we have to provide superior health care in this region is the most important decision that we've made as a Board in a long time.

Mr. Roolf said regarding the land, what are we going to do with it, what's next, in meetings with some of you, we've pledged to work with you and partner with you, you may not want to own it, you may want to own it, we have to work through that and see just how that shakes out, but I will assure you as a Board member and sometimes I volunteer for things I shouldn't, but I will volunteer to be the Board liaison amongst some others I'm sure to work with the City as we seek the best possible re-use of the property that Silver Cross currently occupies, whether that's the buildings as is, whether that's taking those buildings down, whether it's creating parks or medical buildings as I've said earlier. He said we have a unique opportunity to rejuvenate an area that could use a little shot in the arm. He said Silver Cross is not abandoning anyone; Silver Cross has a responsibility to the people in this area to provide superior health care. He said we look to continue to do that and are hopeful that we will be doing that in a replacement hospital in the future. He said we know we're going to be creating some jobs for the area, approximately 650 construction jobs is the estimate at this point, and an approximate 200 to 250 additional jobs at the hospital itself. He said what the number might be in terms of employees that might be part of the re-use of the current campus is an unknown, but safely you could probably put a number at 50 and say there might be 50 employees of the different commercial ventures that might be there. He said a supermarket has been talked about on the east side for a long time; this may be an opportunity to look at that type of venture. He said all I ask is that you try to embrace the vision that we have, be open minded and objective about the possible re-uses that are out there for this facility, because I think there are some, it's just a question of working them out and taking deliberate process as we go through this journey that I've suggested will take a number of years, so I thank you for your time this evening.

MAYOR SCHULTZ said in the 18 months since you debated on this move, did you ever consider telling the Mayor of Joliet and the Council what your intentions were.

Mr. Roolf said we thought about talking to a lot of people as we went through this process.

MAYOR SCHULTZ said I asked about the Mayor and Council.

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

Mr. Roolf said we did consider going that direction and we decided that until we were certain the direction we were going to take, we thought it was best that we not talk to anybody.

MAYOR SCHULTZ asked if Mr. Roolf was still on the Tollway Board and Mr. Roolf said yes.

COUNCILMAN GIARRANTE stated you said 18 months ago you started this discussion and he asked if the whole Board was involved in the initial discussion or was it the staff.

Mr. Roolf said it was the whole Board, because we went through the whole Master Facilities Plan that determined what direction financially and from a health care perspective made the most sense, and believe me, we went through so many different scenarios that I can't even tell you how many there were.

COUNCILMAN GIARRANTE asked when was this final decision made, how long ago was that. He said we had a meeting with you two weeks ago, how long before that was that decision made.

Mr. Roolf said it was probably the week just prior to the 4<sup>th</sup> of July, so the last week in June when we had our Board meeting.

COUNCILMAN SHETINA said we have a PowerPoint presentation we'd like to make with respect to the project under consideration and the City's response to some of the things that you've talked about.

The City Manager said we have been placed in a very difficult position of responding to someone else's decision and doing it within a short period of time, and we have no way of knowing who outside Joliet will benefit from a relocated hospital. He said we do know that thousands of people in Joliet are at risk by this proposal. He said what happens to those people depends on how much this group cares about Joliet, frankly, that's our concern, the staff's concern and the Council's concern, how is Joliet considered and what is the impact on Joliet, so we do have some reactions and we have some observations.

The Director of Community and Economic Development began the PowerPoint presentation and said my staff has been in collaboration with the public safety folks to talk about the impacts that the City of Joliet could expect with a move from the current Silver Cross facility out 4 more miles farther east, and one of the things that was very keenly apparent to us is that we know that it will have a significant impact on the City of Joliet. He said the problem that we had is that we tried to assess a dollar value on what would this be in extra cost or extra inconvenience to the citizens of Joliet, to the public service providers, to all of the folks that use this facility, and it was very apparent to us that you can not assess a dollar value to it. He said we know the impact is going to be significant, you can talk about the mileage that the ambulances get going an extra 4 miles down the road and then coming back, we can talk about the man hours when the folks are out of their jurisdictions, and we will talk about that, but again, it's real, real hard to place a dollar value on that.

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

The Director of Community and Economic Development continued that we looked at impact assessment and really divided it into three categories – there's the public safety impacts and those are police and fire that use that facility on a fairly regular basis; there's the economic impacts and the loss of the jobs in Joliet, the bragging rights so to speak that the jobs are now going to be outside of the City of Joliet limits and we can't use it to attract additional businesses into our community, and it's 1,800 jobs lost out of our community upon the move. He said and then lastly are the social impacts, what is it going to mean to the folks that rely on the facility at its current location, how does this spur development, does it hinder development, all of those sorts of things. He said we looked at all of that, and if I could start in on the public safety impacts, we broke it down into two different directions, one would be the impacts by the Police Department, and then the impacts by the ambulance crews and the Fire Department. He said on the police side of things, what we found out is there is 800 visits a year by the Police Department to that facility, and we discussed this in great detail with the staff of the Police Department, and the Police Chief and his staff are here, we also talked to the Fire Department, the Chief is here with his staff as well. He said what we found out is that on many, many occasions, the police are called to Silver Cross, not necessarily because there's something going on that needs a police presence, but anything in the Silver Cross service area, a lot of times the police go to the hospital for follow-up. He said if there's an accident at any one of the locations on the east side, many times the police officer and sometimes two police officers will be needed to go to the facility to do additional follow up.

The City Manager asked the Police Chief to talk about the Police Department and what it means to you in taking people out of service districts and areas and whatnot.

The Police Chief said the Police Department command staff got together and we did an analysis of what we thought the impact would be to the Police Department, and our conclusion is that it would be a significant impact to us. He said with us responding to Silver Cross Hospital very close to 800 times a year, that's an average of about 2 responses per day, and many times those kinds of responses involve multiple officers. He said it also involves supervisors, evidence technicians and detectives, so it's really hard to put a dollar figure on what kind of cost that is, but the department determined that we would have a significant impact in public safety in the area of response time and also in the area of economy of resources, and what I mean by that is that when officers respond to Silver Cross Hospital, we have to put officers in areas where those officers originally came from, so we add the additional response time which we anticipate to be an additional 4 to 7 minutes to travel that 4.2 miles from its present location. He said that will add some significant response time to officers traveling from their areas of responsibility to Silver Cross Hospital when they're handling an incident that occurred in their area, and then also responding to Silver Cross Hospital when there's an incident that's reported at the hospital. He said in the City of Joliet, the Police Department is divided into 3 districts right now, and we have 17 patrol sectors. He said there are 6 patrol sectors in the east district, there are 6 patrol sectors in the central district, and then there are 5 patrol sectors in the west district, so when officers have to respond to Silver Cross Hospital from their east districts, this additional response time will cause officers to be pulled from central district locations to cover some of those east district locations that will be left unstaffed, and we feel that will have a significant impact on our operations.

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

The Police Chief said one final thing that I could say, besides response time and the economy of resources, is also in the area of public safety, and that's the officer safety issue. He said I've been on the Police Department for 26 years, and this is a very tough and demanding job. He said the men and women on the Joliet Police Department are extremely hard working and dedicated. He said it's a very dangerous profession, and if I could put you in the life of a day of a police officer, I can tell you that we have a good deal of comfort knowing that we are close by to emergency services if that should ever be needed. He said many times when I've been out on the street myself I've seen officers who have been violently assaulted and attacked who have needed emergency services and a quick response, and it's been very comforting to know that the hospitals are in very close proximity to where the Joliet police officers need them. He said in fact I can tell you that recently took place on June 14 of this year in the 200 block of East Cass when Officer Mike Sheridan, who was responding to a man's call for help involving an armed offender, was violently stabbed in the 200 block of East Cass. He said thankfully, through the heroic efforts of the Joliet Fire Department who arrived quickly on the scene and began to treat the injured officer, the officer was then rapidly transported to Silver Cross Hospital who did a fantastic job and undoubtedly their actions saved that officer's life. He said I only pause and wonder what the additional 4-7 minutes would have done on that particular day just in June of this year. He said those are kind of difficult situations to come forward and put into a PowerPoint presentation to give you perspective, but I can tell you that from the Police Department's standpoint as far as a public safety matter is concerned, we think this would have a significant impact.

The Director of Community and Economic Development said we've tried to assess the impacts, and it's quite dramatic on the Fire Department's side of things, and he showed a graphic of the current City limits, the river that divides the responses for the Fire Department, especially for ambulance calls, and if there's a call for service with an ambulance, anything that happens on the west side by and large is going to go to St. Joe's hospital, and anything that happens on the east side of Joliet is going to go to the current Silver Cross facility. He said the distance between the two hospitals is about 4 miles. He said with the new proposal for Silver Cross Hospital at Clinton and Route 6 just west of I-355, the distance, if this were allowed to go through, would be 8 miles apart. He said you now see that the current facility is almost in the middle of where the new facility and where St. Joe's hospital is, and with that, he showed the current emergency service provision map which is divided by the river, and the proposed emergency service provision map showing what would happen if that were allowed to change. He said and the reason that's going to change is that the Illinois Department of Health requires that on an ambulance call, that wherever the call for service took place, has to go to the closest hospital. He said what this does is the equidistant point between the two then becomes effectively Walnut Street, so the front door of the existing facility now becomes the midway point between the two hospitals, a new Silver Cross Hospital and the existing Provena, so in essence what would happen is by State law, any ambulance run that would happen east of the river and west of Walnut Street would automatically get sent to St. Joseph's facility on the far west side barring any unforeseen complication.

The Director of Community and Economic Development said what we've ended up doing then is we tried to put that in perspective, and we've got the current coverage, and we've got the City divided into the coverage areas, and currently the area that all the ambulance calls that go to Silver Cross, its about a 21 square mile area and the St. Joe's area is about a 33 square mile area. He said if the hospital relocated to that new campus, what that would do is again

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

disproportionately skew the coverage areas where in the current City limits, only 6 square miles of the area would go to Silver Cross and 49 square miles would end up going to St. Joe's current facility.

Battalion Chief/EMS Coordinator Rich Marose stated that as we look over these figures, we see that the Joliet Fire Department makes over 12,500 EMS calls a year. He said historically we transport about 34% of those calls to Silver Cross Hospital, and our goal in the EMS here and in the City of Joliet is to respond to all calls within 4 to 6 minutes. He said as we talk about moving this facility 4 miles farther east, you're adding 4 to 7 minutes to a response call and you're also adding 4 to 7 minutes turnaround time to our ambulances being out of service out of the City of Joliet. He said currently we have Ambulances 1, 3 and 4 in our east district of Joliet. He said Ambulance 5 is a near west coverage ambulance which is over on Mason Avenue, and those 4 ambulances will be severely impacted by a move by Silver Cross Hospital 4 miles east. He said it would cut our service areas, it would impact the citizens directly, and so though it seems like a small move, a few miles east, it's a huge operational move as it affects the City of Joliet Fire Department; not only EMS, but fire suppression. He said on serious ambulance calls, our engines and trucks and their companies jump on ambulances and transport serious patients to the hospitals, and that takes those units out of service also, and historically we've followed those ambulances up to the hospital to get our crews back in service. He said adding 4 to 7 minutes normal drive time and 4 to 7 minutes back time is a serious impact on our operations in the Fire Department.

The City Manager said if we overload St. Joe's and they go on bypass, and we have a call, whether its anywhere within the St. Joe's area, especially far west of the City, where do we go from there, where would the ambulances take people.

Chief Marose said from there we would look at Silver Cross as being the closest facility; as we move farther west, possibly Morris hospital may come into play, but there are going to be situations where an ambulance may be called right near St. Joe's hospital and it's on bypass, and we go to Silver Cross Hospital and if that ambulance returns to Station 9 or Station 10 on our far west borders, the turn around time would be over an hour.

The Director of Community and Economic Development continued with the PowerPoint presentation and stated the next screen is on the economic impacts. He said we kind of touched on them briefly, right now Silver Cross employs 1800 jobs in the City of Joliet, and again, it's been argued that the jobs aren't going to leave the area, that the folks that work there will still continue to work there as they go down the road 4 more miles, but what I think our sense of loss is that right now we've sort of got the bragging rights that when we list all of our major employers, Silver Cross is one of the major employers that we have. He said when we try to go out and solicit new businesses into the community, we always talk about the list of our top employers; we talk about the medical facilities, we brag very righteously about having two high quality medical facilities in our corporate limits. He said we worry about that, what kind of signal does this send to the development community when we just lost 1800 jobs. He said you can explain it away, but it's always going to be that kind of question mark there where you wonder is it going to have an impact on your ability to draw new businesses to the area. He said we also worry about the loss of jobs to City residents. He said we know from what the Silver Cross folks have told us there are probably not a lot of people that walk to the job. He said I don't know, Councilwoman Quillman, if you know of folks that live in that area of Ridgewood and walk to the

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

job, they might be unable to get to the hospital facility in a new location. He said we worry about folks that may take the bus there if the bus routes aren't extended, it's possible that we would have a loss of employment opportunity for some of the folks in that area that would need that type of a job at that location. He said we worry about the loss of a primary medical caregiver, and one of the things that's coming up on the next slide, that we started to see an insurgence of interest in, very much like we had around the Provena campus, were additional spin-off satellite medical facilities, sometimes associated with Silver Cross Hospital, sometimes not, and we were starting to see an interest generated in an expansion of that, very much like all of the medical campuses you have on Hammes Avenue on the west side. He said with the loss of the hospital, that possibility or potential goes away.

The Director of Community and Economic Development said then what we ended up doing, we looked at taking this in a different direction and you know, this caught us very cold. He said we've had a great experience with doing business retention for many, many of the businesses and institutions in the community. He said a lot of times when somebody's contemplating a major change, they'll solicit our help, and we've had things from major universities, we've had retail facilities, we've had industrial facilities, we've even had homeless facilities that have asked for our help in a relocation. He said we've dealt with the car dealers to try to get them to try and stay in the community, we've done quite a bit, and we've been very successful at it, and in this particular case, we felt that we weren't even asked to help them look at alternatives to moving out to the Clinton Street site, and what we did do is to say that our first reaction was well why couldn't you just replace the hospital at its current location. He said I know they've done their analysis, they didn't ask for our input, but we looked at the campus that they have and what we're looking at now is a graphic of St. Joe's Hospital on the far west side of Joliet. He stated St. Joe's sits on a 30 acre site, and the City Manager and some of the staff members had a meeting with the St. Joe's folks the other day and they talked, in addition to what they were talking about at the time, about the current campus that St. Joe's has, they're on the 30 acres, they're building a new bed tower, they're building new facilities on that site, they have not only health care but an elderly facility on the property, they built a parking deck and they did a lot of things within that 30 acre site. He said the question was asked directly of the St. Joe's folks, could you expand on this site, is there sufficient room for you to continue to grow, and the St. Joe's folks responded by saying they've sort of taken a vertical position, they're going to build upwards and keep a very small footprint for the individual buildings, but they felt they could grow into the future on the current site that they had. He stated now again, to put this into perspective, on the next slide, we're looking at the Silver Cross facility, and from what we've been told, there's about 50 acres that they currently own at that location, and from what we understand, they estimate that about 35 acres of it is currently buildable. He said off to the east of this, that's property that's owned by District 86 for Gompers Junior High School, and Gompers sits way over on Briggs Street north of Copperfield, and we looked at that site. He stated initially the Planning staff said we very easily could have shoehorned in a 30 acre site at this location; they could have done exactly what the St. Joe's folks are doing on the west side, they could have done it over here, and again we were never consulted or asked could we help talk about doing some of these things.

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

The Director of Community and Economic Development continued that we looked at alternate locations. He said very quickly we talked about if they had come to us and said where could you possibly put us that would keep us in the City of Joliet, that would keep us near transportation arteries that would have a high profile without too much looking, one of the sites that I prefer that I said I would put the hospital would be right at Briggs and I-80. He said you'd have interstate exposure, you'd have interstate access, you'd have sufficient room for 30 plus acres, probably all 70 acres could be accommodated down in that southwest quadrant, and again, we were never consulted and we would have been more than happy to work with them on all of those types of developments.

The Director of Community and Economic Development said again on the economic impact, we're also worried about the loss of the doctor's offices, the loss of the medical community in our corporate limits, but for me the one that is most personal is that they've made a commitment to stay with the Ridgewood thing, but we've got to tell you this Ridgewood dilemma with the sewage problems and the water problems has been ongoing for 100 years. He said not too many years ago the Silver Cross folks stepped up and they said we're going to shepherd this thing through; they were fortunate enough to get the federal, state, township, county representatives and the City together and I was on that committee that started in on this, and my first reaction is that if they have to go off and build a new hospital someplace else, although they'll do what they can to help us along, I don't believe that their heart would be in it, because they'll have a lot of other major issues on the plate that would put that concerted effort that we had in jeopardy, so I would worry about that.

The Director of Community and Economic Development said and then lastly, I think we've talked about sort of the social impacts of things, and again it's the loss of the institution in the City and what that could do to help spur additional growth, and then it's the loss of the medical services convenient to our citizens and as you heard to the Police and Fire staff that so desperately depend on that, and that's all I have.

COUNCILMAN SHETINA said you made comments about the potential land and we went back 4 or 5 years looking at what land was available within a 2 mile parameter from where the current Silver Cross Hospital is and the Joliet City limits, and we found several places that were available and viable and able to function with City sewer and water, all those areas could have been taken into consideration and certainly they could have built a hospital on it if we believe the premise that it needs to be replaced, I don't buy that, but if in fact that were the predicate, then we did have options that everybody knew about and still exist today, options for a place for Silver Cross Hospital to land and still maintain the Joliet City limits as its home base as it has been for 110 years. He said we've proven that throughout your research here.

The Director of Community and Economic Development said and I believe that those opportunities would exist at this very moment. He said for instance, the I-80 and Briggs Street site is half the distance away from the current facility than their proposed location would be, instead of being 4 miles away it's less than 2 miles away from the current facility, so yes, I believe they could be served by alternative sites that could be within the City of Joliet.

COUNCILMAN GIARRANTE said you stated I believe at the meeting we had two weeks ago that 20% of your patients can't pay, and 6% is Medicare, I think I heard somebody make that statement.

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

Mr. Mahoney said it's just a little different, it's 20% of our patients roughly are on Medicaid, State pay, and 7% who are charity, non-pay.

COUNCILMAN GIARRANTE said so it's reversed from what we were told two weeks ago.

Mr. Mahoney said right, well I don't know what you were told two weeks ago.

COUNCILMAN GIARRANTE said that's what I recall.

Mr. Mahoney said I don't know what you were told two weeks ago, and roughly 40% to 42% of our patients are Medicare, senior citizens.

COUNCILMAN GIARRANTE said a statement also was made that 56% of Will County residents go outside of Will County for care.

Mr. Mahoney said that was Dr. Gutierrez who stated that and there's really kind of an analysis about that issue; Connie is probably very able to talk about that issue, but one of the issues that all of the hospitals in our areas face is outward migration of services. He said about 56% of people who are here don't have their health care here; they go to Mayo's, Northwestern, the University of Chicago and that's one of the things that we think is important, is that we bring far higher quality health care here. He said I think your staff really kind of hit the nail on the head because when you look at those alternate sites that you did, and we did too, we determined that the fact is that our existing site just really is not going to provide the locale, the facilities, the service for our children's children. He said as you're cognizant, this is a \$400 million decision that we had to make. He said we take our jobs as you do, very seriously. He said it's a huge decision for us, and the reason we made it is not for any geographic boundary; that's not our mission. He said our mission is so that when any family in our community has a problem, we want to get them the best health care; we're doing that today, but as some of you know, some of our beds where our patients are are in the building that you and I both recognize were here when we were kids, built in 1919, we have patients in that area, in that building, the Joliet limestone building, and as you recognize, the City of Joliet has lived it, I've lived it personally and you have too probably. He said we have a house we can no longer live in, we love the house but we have to leave because it just won't work for the future. He said the City of Joliet has had fire stations that we've built and we've outgrown them; it's not because you want to leave, it's because it's the business, the correct decision to leave so that you're planning for the growth of the community. He said our focus is no different, and I know there was discussion about how it takes a longer time to get to the hospital, and we recognize with any growth it will take a longer time to get to the hospital. He said hospitals are not like my friend Jim Roof, we don't build them on every corner, and you recognize that and I know you did because you were very deliberate in what you've done with the growth of the City of Joliet. He said when I was growing up here down the block, St. Joe's moved from Broadway to its current location I guess in the 1970s, and the Joliet City limit to be serviced by St. Joe's Hospital stopped basically at Essington Road. He said Twin Oaks was the far west side of Joliet, and today the corporate limits of the City of Joliet extends well into Kendall County, probably some 8 or 9 miles from Essington Road I'm guessing and you know better than I on the issue, and so by decision the City has moved past where the boundaries were of St. Joe's Hospital that provides wonderful care. He said by moving to the east, when I was growing up and moved from Joliet Street up to

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

Ridgewood over near Gougar Road, Joliet was basically a Silver Cross Hospital, and now we're well east of that, a decision that was made by you and your predecessor. He said you've done a good job in providing emergency services; you've done a great job, and I'm confident that you will continue to provide a great job. He said it's your responsibility as it is our responsibility to provide the residents of the City of Joliet and the Silver Cross Hospital community with the best possible health care.

COUNCILMAN GIARRANTE said my concern is not so much the 56% because they opt to go out and they have the time to make that decision; my concern is the emergency situation in which the Police Chief alluded to, and how it's going to affect that, the increased time.

Mr. Mahoney said right, it's the 4 to 7 minutes that you're concerned about and I guess that kind of gets to the issue that I raised earlier. He said when we made a conscious decision to expand the City of Joliet to move further west and to move further east, we're moving the time to get to St. Joe's Hospital and Silver Cross Hospital further and it worked. He said it was a good decision by the City of Joliet and this is a good decision because it's going to provide great health care to families of Joliet and families who Silver Cross services.

COUNCILMAN GIARRANTE said the big thing with emergency care is initial response time as you know. He said Joliet has taken steps on the west side to increase ambulances; every engine house now has an ambulance, and the problem that Chief Marose alluded to was with the extended time going out with the engine following the ambulance, that engine being out of service so if another call is needed, that is out of service, and the increase in downtime where the people in that area may not have an ambulance to respond, it would have to come from the west side, and that is my concern. He said we can talk about how Joliet has extended to the west, but Joliet has made provisions with the increased amount of ambulances we have, the increased amount of manpower, the increased amount of engine houses, and we've covered that. He said if I may, Chief Marose, the average response time even for the far west side is 4 to 5 minutes, is that a correct statement.

Chief Marose said that's correct, 4 to 6 is our goal.

COUNCILMAN GIARRANTE said OK, that's our goal, and with this move, I think it's going to really have a negative impact on the response time to get people in an emergency situation, to get them to a hospital, that is my concern.

COUNCILMAN GIARRANTE said another question I have, we keep talking about an urgent care facility and I don't know maybe a nurse can answer, what is an urgent care facility.

Mr. Pawlak said an urgent care center is a non-emergency center, basically we take care of minor injuries, we stabilize patients, if they're serious we will send them to perhaps Silver Cross if we are in New Lenox, and God forbid if they need more extensive care, then they can go to Loyola, Northwestern, Children's, what have you. He said we have all the diagnostic care there, emergency care, stabilizations, and it really is a very popular mode of health care right now because our population is expanding so rapidly right now. He said right now we are planning on putting an emergency room in Homer just because of the distance and just because of the convenience and just because of the population growth, and we're not the only hospital in America that's doing that now;

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

hundreds of hospitals are doing that now because of the population explosion and the need for health care.

COUNCILMAN GIARRANTE said I have one other question, and I've kicked around asking this question. He said it may offend someone, but it's only going to offend the person that said it, if they said it. He said Paul, have you or your staff or the Board ever heard the statement "We have a 5 star hospital in a 2 star neighborhood".

Mr. Pawlak said no, that's the first he's heard it.

Ms. Curran said no, absolutely not.

COUNCILMAN SHETINA said George, Dan, Jim, Steve, Duffy, you're five of the people I want to do what George did, I want to look you in the eye like George did when he started out, you're five of the people I know of that live in Joliet. He said where was the outrage when this occurred 18 months ago and the host City for 110 years or whatever that number happens to be is completely excluded from all negotiations or considerations. He said I haven't had that answer yet, and we've talked to Paul and everybody else, I've listened to Ruth Brody or whatever her name is, I don't mean it in an ignorant way, I just don't remember her name, where was the outrage? He said where was the City of Joliet in this component. He said we hosted you for 110 years; you've achieved according to what your records say, top rated hospital for 3 years in a row, top 100 hospital, all in that location, and when you started out you predicated all this about providing good health care, better health care, but we're bigger than Joliet, and that's fine, you're bigger than Joliet. He said I think the implications to all these things, it hurts me horribly; I think it's an outrage. He stated it hurts me horribly that a group of people that we've dealt with all these years and sat here during Council meetings and the people from Ridgewood came up and said how can you knock down our house, how can you take this alley out, how can you do these things for the hospital, how can you do these things, and we sat up here and we took the heat and you got what you needed and we were glad to do that. He said somewhere in this component, and I'm not as esoteric as you guys are about ambulance calls or what the time parameters are or any of that kind of thing, I just expected that people from Joliet, I don't know how many people are on the Board, we had a hard time getting the Board component, how many people are on the Board, and we finally got that, and I would love to talk to each one of them individually, I'd like each one of them to come to the City Council, and George, not through an attorney, but through their own devices and through their own thought processes about how they arrived at this consideration when in the City of Joliet we've got all this land and we went back 4 or 5 years to see what we had in this past 4 or 5 years, and it was there, it was in the City, so I get into a credibility problem. He said and I'm a simple man, and I was just thinking, was this decision made 18 months ago, and I kind of lean to the fact that it probably was. He said I've done a lot of research and I'm not a technician but I went into the internet to look up some of the assets and attributes of some of the people who you brought with Paul and talked about this move, and you've always got an answer for how we're going to get better care, it's not about Joliet, I don't believe that now at all, I believe that it is about getting a new address in a new town. He said I understand the economics of it, I'm not unaware of that, but what it does to the City of Joliet is horrible. He said you can still rectify this problem by obtaining land in Joliet or as the City Manager said, we can do it right on the site you have now. He said there's 15 acres of land there that are probably reclaimable. He said if there's 15 acres you indicated that they had some problems with it

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

topographically whatever it happens to be, I don't think there's too many things that we find that we can't fix in terms of the economics of it and in terms of the pure engineering of it. He said you have a chance yet to stop this, to stop this horrible thing you're doing to this City.

COUNCILMAN SHETINA said put yourselves in this same position and if you lived in the City of Joliet, and I know a lot of you folks don't live in the City that are on the Board and I respect that and I respect all of you that are on the Board, but as a City Councilman, I cannot accept the fact that you're moving for the purpose of providing better health care when you can do it right here in this City. He said there is no reason in the world, if you feel that the plant is that dysfunctional, what happens all of a sudden that it's a disaster area, and here it's been a top rated hospital for the last 3 years in a row. He said I know that goes into little esoteric things about maybe it's about the nursing quality, I've learned and I've been studying this stuff, I've had calls from different hospitals, I've had calls from a lot of people. He said I haven't had one person, and I'm telling you hundreds, that have said this is a good move. He said I don't think this is a good move; I think it's a disastrous move for us, and all I can look at as a City Councilman for 32 years and the partnership we've had with everybody in this community, the way we've worked with everybody and we've broken our backs for everybody in this community to keep a solid, viable operation, that is a solid viable operation, it can be, if you have to change it, if you have to move, move into the City of Joliet, we're glad to have you. He said the land is available; it was available 4 or 5 years ago. He said that's what makes me go back and it really hurts, it really, really hurts to think about this happening to us, and there's no question about it, I don't have any other way of expressing it. He said it hurts like hell and I think it's an outrage and I wish you'd just change your opinion of it, and when you started this out George you predicated it by looking us all in the eye, and I think that's a good idea to look us in the eye, but look us in the eye and tell us why you didn't include us 18 months ago. He said I have not heard that response yet except from Ruth saying that you can't include a lot of people in the deliberations; I don't buy that one bit. He said I don't buy the fact, as an individual, that you can not rehabilitate whatever you have over there on that 50 acres or if you have to do it, that you can't do it in Joliet; it makes me really question the idea. He said is New Lenox that much better, is that a bigger area than we are, I don't think so. He said you've got 43,000 people from the east side of the river going east towards the boundary line of Joliet that you're servicing now, and I know what you're saying, I'm not walking away from that, we're going to recapitulate and rehabilitate Ridgewood, you have no reason to do that once you leave. He said you're all very wise people, and I just don't like to see you do this to us; it's an outrage to me and I would like to see the outrage from your Board, I'd like to see you change your position, work with us and let us help you do what you need to do right in this little City of Joliet.

Mr. Mahoney said Councilman Shetina, you know the respect I have had for you for years. He said we did not take this lightly. He said as you know I grew up a block and half from here on Joliet Street, and I want to clarify one thing with you. He said when I talked about the hospital being larger than Joliet, what I said, I believe, was that the area we serve is beyond the geographic or the political boundaries of Joliet. He said we serve people in Joliet, we serve people outside of Joliet, that's our community. He said Joliet is a part of our community, and so we don't want you to have any indication that we believe that we are bigger than Joliet, you know what I mean, geographically we serve more area, we include Joliet in other areas.

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

COUNCILMAN SHETINA said George, why did you divorce us from the process. He said several of you on the Board live in the City, why did you do that.

Mr. Mahoney said I can understand your frustration. He said I respect that, but the issue that we saw as a Board, the issue that we looked at was really two-fold. He said we respect the position that you have, and there are things that you have to do for what you believe is the right thing for Joliet and that's what we want you to do, that's what you're elected to do. He said the job as I see I have is I have an obligation to the people who are in the Silver Cross Hospital community as I talked about earlier. He said those are the people that I have to provide and our Board is committed to provide the best possible health care we can. He said there are two components, and whether you accept them or not, let me share them with you. He said this is a very, very competitive environment; you see it, you read about it in the newspaper, you read about St. Joe's and Edwards Hospital, you read about Bolingbrook and Advocate, you've read about the Adventist Advocate system going in or trying to apply in the Mokena/Frankfort/Route 80 area. He said let me tell you what my concern is – my concern is Silver Cross has to be around 50 years, 100 years to take care of our constituents, and if another hospital comes in, I'm concerned about that. He said and the thought was that we could not share that information because of that. He said the second component is that if we came to the City of Joliet, and Councilman Shetina, I respect your opinion, I respectfully disagree, but if we went to the City of Joliet and didn't share it for example with our County Executive, if we went to the City of Joliet and didn't share it with Joliet Township that we're in, if we shared it with the City of Joliet but didn't share it with our State Representatives, I respect your frustration.

COUNCILMAN SHETINA said experience it then George and change this position.

Mr. Mahoney said so that you have no misapprehension, I don't want you to have any false hopes.

COUNCILMAN SHETINA said I don't, I know anything that we say here George doesn't mean a thing, I realize that fully, and I'm not trying to play advocate for anybody else, but I just think that we could have answered a lot of these questions. He said I can't buy the fact that you couldn't have done this in the City of Joliet; if you've got to build a new building in a new area and not all of your donors are happy, because I've heard from some major donors that are not all happy believe me with respect to what's happening here.

Mr. Mahoney said one of our donors is here; we've spoken to our donors. He said one of the things we tried to do is literally and I know that you disagree with that, and I respect that, is we set up appointments to meet with each of you individually to talk to you about what the plans were. He said it was after the decision, but we wanted to meet individually with you about that.

COUNCILMAN SHETINA said let me ask you a question. He said you take Tim Brophy and he did meet with you, I didn't meet with you because I don't think it's a good idea, we do everything in public. He said almost everything we do is in public unless it's somebody that we're going to have to let go or if we're going to make a decision on a land purchase, so we're used to an open, transparent type of a government, and you don't have to do that because you're a private corporation or whatever you are, but you're private and you don't have to do that, but we're used to doing things in an open forum and when you come to us one at

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

a time, it's so easy to pick us off one at a time, and I listened to Paul and I listened to Ruth and I listened to those things, and they're not Jolietans, they never were born and raised here, none of that kind of thing. He said maybe the things that we have in common are the common threads that we have as people who have spent most of our life here. He said you know, Silver Cross is our hospital, it's not New Lenox's hospital, Mokena's hospital, I heard the Mayor of New Lenox say it's not going to hurt them, they don't pay any taxes, that kind of thing, and you know God bless them, Baldermann is getting a nice, real great asset in his city without having to have done the 110 years of support and backing that this City of Joliet and its residents have done during that period of time, so we feel really really bad about what's happening. He said I personally feel really bad, I just think it's an outrage and you can still change that. He said I understand what we're saying here may not go very far and I know you've made a decision, but that decision, in my opinion, is not etched in stone at this point because I've listened to all the responses that I've gotten from Paul and all the rest, and they don't answer any questions. He said why didn't you include us, nobody answers the questions. He said I heard what you said, I heard the rationale, I don't buy the fact that you can't do that within the confines of the City of Joliet; that's all I've got to say.

MAYOR SCHULTZ said one thing I'd like to ask, has the City of Joliet been good to Silver Cross Hospital.

Mr. Mahoney said it has, there's no question about it, and we hope that Silver Cross has been great to the City of Joliet and every area that we treat patients for.

MAYOR SCHULTZ said you see why we're disappointed is because we're losing a \$25,000 a month sewer and water bill. He said that's what Silver Cross pays, but to show our appreciation which we have since I've been here, and the rest of the Council, we put new curbs, new gutters, decorative lights, and we put \$500,000 on Walnut Street which is not even in the City of Joliet.

Mr. Mahoney said and we understand that and we respect that. He said the City of Joliet has done those things, Silver Cross has done those things. He said we've spent about \$1 million in that area off campus to help improve it. He said the State of Illinois literally brought in \$1 million to help improve that area with improvements to Walnut Street. He said we believe part of the redevelopment is to further heighten that area so we can further strengthen the east side of Joliet. He said we want to work with the City on that issue. He said just so you're aware, I'm not here as an attorney tonight, I'm here as a Board member of Silver Cross.

MAYOR SCHULTZ said if you had to do it over again, and tell or not tell the City, what would you do.

Mr. Mahoney said well let's put it like this, I have the greatest respect and admiration for you and you know that. He said one of the things that I look at is that the PACE bus is not going outside of the City, outside on Jefferson Street, and I'm not going to throw myself or anybody else under the bus, but if you think you'd like to throw me under the bus, you can.

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

COUNCILMAN UREMOVIC said this has been a unique two weeks to say the least, there's no doubt about it. He said I've been on this Council for 23 years and this is the tops, I haven't had anything close to this. He said you've asked us to look through your eyes as a Council, as a City, and you made a decision, by yourselves; it's an economic decision, a business decision. He said we don't fault you for that, that's not what we're doing here, but that's one dimension. He said one dimension is the business dimension. He said there's a social dimension that we've been talking about, a public safety dimension and then also an economic dimension on our side, the City, so now we ask you to look through our eyes, how do we feel, how does it help, how does it hurt the City, and that's what all this discussion has been on since we've been here tonight, although we've been talking together for two weeks on this, back and forth, back and forth with the City Manager, the economic implications, what you've looked at, your proposals and your analysis that might help you business wise economically, but you haven't shared it with us, which is extremely important, because we are stakeholders, major stakeholders in your decision. He said it's like any of our decisions that are going to impact you, you're a stakeholder, that's as Councilman Shetina mentioned earlier, hurts us the most, that we were never included. He said I was going to ask the same question, if you had to do it over again, hindsight, we all have 20/20 vision with hindsight. He said we've got to move forward obviously but we met yesterday in closed session, and we all asked ourselves, and this is one question, do we want Silver Cross to stay, and the answer is yes. He said does the County Executive want Silver Cross to stay in Joliet, we'd like to know that. He said the CED Board, and this is also kind of disturbing with that structure, because half of the CED Board didn't know about this, half did, what does the Executive Director feel. He said that for me, like Councilman Shetina said, is the outrage. He said if I was Executive Director I would want to shoot somebody, and we're on that, the Mayor is on that Board, so from that standpoint it's been disturbing from the start when this information was given to us, because we are stakeholders, important stakeholders. He said is it going to impact Joliet – you bet it is. He said let's not talk about redevelopment of the property because that's a long ways off and I don't know just what you can do with it, so maybe if you shared some of your information with us, maybe we can work with Silver Cross and make Silver Cross the best facility there is in the country, that's all I ask and I hope that we can sit down and work on this together in the future.

COUNCILMAN BROPHY said it obviously speaks to the caliber of your character that you're here today in meeting with us so we recognize that as stewards of your institution and as stewards of the City, we usually perform our jobs congruently and we find ourselves in an awkward situation at being at odds here in an uncomfortable role as opponents in trying to do our jobs. He said communities grow around certain institutions, schools, employers and health care facilities and hospitals. He said our reaction then is appropriate as no one bemoans the closing of a bank branch, they come and go anymore, but it is still the case with a hospital, and this is why it's important to us. He said the lessons of the past taught us to carefully guard the employers we have, and toward that end we did a lot of things here in Joliet such as joining the local Center for Economic Development to protect and enhance the local economy. He said obviously we were caught off guard by this move because it's cannibalistic where we have groups at odds here. He said the County doesn't lose, with all due respect I don't think the County or the Township have anywhere near the direct impact we have here with the changes that will occur, but in this case, some win and some lose. He said I don't know that the decision to exclude us from the conversation then early on was a good one, although it's water under the bridge,

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

but given all that's been said, I just can't find a legitimate excuse for excluding City leadership from the study of alternatives because there were good ones mentioned here in just a couple of days work. He said you may have done what you believe is a good thing for your institution, but I believe there would have been possibly synergistic benefits that would have come from a collaboration and a discussion of what could be the new Silver Cross. He said I'm no expert on hospitals in the U.S., but I bet there are other 5 star institutions in 2 star neighborhoods if that's the way it's going to be put, the University of Chicago, for example, and you may know more than I do of 5 star institutions operating in a less than 5 star neighborhood. He said it occurs to me that I don't know all the possibilities; I see some from your report that you've prepared for the re-use of the property, but I would have liked to have been involved in the conversation of what's next for Silver Cross, and if we had together exhausted all of the possibilities on your board and all the possibilities on our chalkboard, then I could understand that we may have to, even reluctantly, join you in this decision, but we'll never know that, and that I regret.

MAYOR SCHULTZ said I'd like to ask a couple of questions, and I'm not going to throw anybody under the bus, but anyway, as a Silver Cross Board, and you're all here tonight, have you made your decision to move Silver Cross Hospital.

Mr. Mahoney said yes.

MAYOR SCHULTZ asked what is your decision.

Mr. Mahoney said our decision is to relocate to property that we purchased in 2004 based on a study we started about 18 months ago.

MAYOR SCHULTZ asked if the Board has decided what you're going to do with the current facility when you move, if you move.

Mr. Mahoney said the only commitment that we have made as a Board is to work as closely as we can with the City of Joliet to work out a redevelopment plan that works the best that we can make it work. He said maybe the question you're going to is have we made a decision to donate this property to the City of Joliet – we have not. He said I mean to give it to the City of Joliet, we have not made that decision.

COUNCILMAN GIARRANTE said then we were misled at that meeting two weeks ago, because we were told at that time you were going to donate the property to the City of Joliet, quote unquote.

Mr. Mahoney said so that you have no misapprehension, we discussed various potential options with this property, re-use and the like, and our Board has not arrived at any decision as to what to do other than to work closely with the City so we can make sure we have the best re-use of this property.

COUNCILMAN GIARRANTE said all I'm saying is two weeks ago, we were told that when you moved, you were going to donate that property to the City. He said evidently, we were misled. He said that takes a yes or a no answer.

Mr. Mahoney said or someone misspoke.

COUNCILMAN GIARRANTE said OK, thank you.

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

COUNCILWOMAN BARBER said you talked about the Silver Cross Hospital community, well I am a part of the Silver Cross Hospital community and I'm also the Councilperson of the 4<sup>th</sup> District, and as you know, the 4<sup>th</sup> District has a lot of things going on like shootings and stabbings and people being sick, and with the hospital being so close, you have saved many, many lives. She said do you understand the impact it's going to cause in the 4<sup>th</sup> District and the 5<sup>th</sup> District when you decide to make your move, because people will have no place to go within reason, because a short distance saves many, many lives. She said another 5 or 10 minutes, I don't think they would have made it.

Mr. Mahoney said we've really given careful thought to many issues, and one of the issues we've given careful thought to is how our emergency room services have really exploded. He said they've grown about 30% in the last 5 years; right now about 55,000 people use our emergency room. He said one of the reasons we came to the conclusion that 10 years from now our existing location is not going to work if we are to maintain exceptionally high quality, equal or higher quality, and this Silver Cross Hospital Board's objective is not to provide the great quality of care that we're providing today, but providing even better service to the community, the community of Joliet, the communities that we serve, the Silver Cross Hospital community, and so we believe that with a new facility, we will absolutely increase the levels and we want to do that.

COUNCILWOMAN BARBER said I understand that you want to continue the care, but as you know, the district is growing, my district is growing with new homes, all the way down Route 6 we've got new homes going up, and it's right there that they're going to need the care, because you've got a lot of older people there and you've got the nursing home there that you take care of, so I just want to make sure that you understand the lives that you're taking in your hands.

Mr. Mahoney said we take that very seriously; we have a responsibility to so many people around here.

COUNCILMAN TURK said a lot has been said tonight and I don't want to be repetitious, but you know George, in your opening comments, you mentioned you didn't mean any disrespect to anybody on the City Council, and believe me, I did not feel I was disrespected, I'm just an ordinary person who happens to be sitting on the Joliet City Council who has been trying over the years to do a good job for this community and represent them fairly, so I didn't feel any disrespect, but what I did feel was extreme disappointment, and the disappointment was that Mr. Pawlak or the Board did not have the courtesy and they didn't have to meet with the full Council, but just to meet with the City Manager or the Mayor or both and be included in some of the decision making process. He said if it needed to be kept confidential, the City Manager or the Mayor every week meet with businesses trying to come to this City and they can prove that they can be trusted and they do have confidentiality, but I think the fact that as was said before, a decision might have been different, or if not and this was the only decision, then so be it. He said but I think that given the opportunity, they should have been included in the decision making process for some alternatives that were discussed this evening. He said I think this is a great meeting we're having tonight, but I think it's 18 months too late; I think we should have sat down and had this meeting a long time ago. He said Jim mentioned that he sits on the Board and it's his job to do what's best for the hospital, and I feel I sit on this Council and I have to do what's best for this community. He said you know all of us move around this community every single day, whether I go to church, whether I go to the grocery store, whether I go anywhere, I have yet one person

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

say, isn't that great what Silver Cross is doing, not one, and they're concerned. He said they're concerned about the issues that were brought out tonight, they're concerned about the time factor, they're concerned about the image of the City as well as we all are, and so we have responsibility to do what we have to do, and I don't know where that's going to take us, but I think we have to represent this City and we don't want to lose you guys, we want you to stay here, and I'm getting questions like what can you guys do to get them to stay here, and we don't know what those answers are yet, but I'm sure we're going to investigate them.

Dr. Dan Gutierrez said the discussion over the last several minutes as to whether or not the Council was involved is a legitimate question. He said I think the heart of that question though was the spirit of the City of Joliet involved, and I think it was, I think it was involved in me, I think it was involved in Lou Sehring, certainly it was involved in Doug Hutchison Jr. He said I can tell you right now, with all due respect to every one of you, I don't think any one of you on that Council cares more about the east side of Joliet than I do, I care about it, and I believe you all do. He said is it more or less, I don't know, I think that's immaterial. He said I remember coming back to Joliet and sitting with Ted Polley and Ted said well you know, this is where you belong, this is where you grew up, and I said certainly it's true. He said I can remember many times sitting with Paul in his office and I said look across that way down there Paul, you see those tracks there, in 1928 when my Dad was working with the railroad along with his two brothers, the Depression hit, and at that point in time, free passes were given to all of the Mexican immigrants throughout the U.S. to return to Mexico, and thank the Lord, my Dad decided to stay. He said the railroad was good enough to give my Dad and his 19 year old bride, already with 2 kids, a boxcar to live in. He said after the Depression lifted and they were able to buy a house on Ward Avenue they dug out the basement by hand, but I tell you these stories because I graduated from Junior College, did my internship and residency at Hines VA Hospital, did a year of missionary work in Africa and then to Vietnam so my feeling for health care on the east side has been extensive. He said I remember when Ted Polley and I started the first stress test lab back in 1973 at Silver and we were uncovering corroded artery disease so extensively we were referring a patient a week to the Chicago hospitals and Mayo Clinic for bypass which was then in its infancy, and in the late 1970s I had the Chairman of the Department of Cardiovascular Surgery at Northwestern and several others come to Silver and we talked about the horizons of cardiovascular surgery and that indeed this is what we should do. He said for various reasons, deliberations and decisions were made not to proceed with that. He said I think that was a major mistake, because I think at that point in time, we could have put Silver Cross on the map, but over the next several years things changed, the dynamics of the whole community changed, and as I expressed earlier, my concerns have always been with the future of that hospital.

Dr. Gutierrez said I have made many attempts to recruit some of the top physicians for the hospital, I've talked to various department heads of some of the medical schools attempting to establish liaisons to keep us at the top, but I have to tell you, I grew up on the east side of town, that's where our home was, and it's a tough sell, it's a real tough sell. He said I appreciate the fact that you feel that you were perhaps not formally involved in the process, but I think in spirit you were, and I was there, Lou Sehring was there. He said Lou was not for this at all; I cared for his father, and there was great deliberation on whether or not we were going to "be leaving" Joliet. He said I don't feel we're leaving Joliet; we're going out a few more miles, it's called New Lenox, but believe me ladies

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

and gentlemen, health care is much more complex and expansive than 3 miles difference. He said is there going to be an economic impact in which we're going to have to accept the challenges, indeed, but I have to tell you that there are many, many areas at our hospital that can be improved, and I've worked with it, I've dealt with it, I've accepted a lot of these things, but I think it's time to move on, and there is no way that anyone is going to change my mind because my commitment is to patient care. He said just last week, I can tell you right now that there are 3 people that are going to have surgery that are not going to have it at Silver Cross, close friends, former patients, because they've called me and they've said I have this procedure and I've said well, alright, I think this is where you should go, etc. etc. He said we do an excellent job there with what we have, but I think there are greater opportunities. He said we discussed this at length, we've had major consultants come in from all over the country, people who are very objective, people with cardiovascular backgrounds, just consultants in terms of telling us where the directions are going in cardiovascular surgery, what does the future hold, people in the areas of oncology and people in subspecialty care relative to outpatient facilities. He said comment has been made relative to the fact that we're going to be 3 miles away, are lives going to be lost. He said well indeed, when the statistics are studied, when you look at the survival rates and indeed of 1,000 ambulances called, how many are truly emergent, and how many are in fact dependent upon whether they're there in 2 or 3 minutes, is relatively small, maybe 2 or 3%. He said I know it makes the headlines, but indeed what is more important is whether you have a very very adequate medical service department which is something that Silver Cross started years ago. He said we have very well trained ambulance people and these are the people that affect care, these are the people now who are being trained to affect mortality and morbidity from the time they're picked up on the street or at the home to get them to the hospital, so I understand that there's concern, 3 miles, but from a very objective standpoint, and a scientific standpoint, it's not going to make a great deal of difference, so I think this whole process of whether or not indeed did we have the spirit of Joliet at heart, we did. He said I've been through too much over there at that institution now, almost 35 years, and speaking as a physician involved in the daily activities in health care, it's time to move on. He said we're doing a good job; we can do a much better job 3 miles out. He said is it Joliet, is it New Lenox, I don't know, I used to hunt out there, I grew up right off of Collins Street and I could walk out there. He said 3 miles to me, the economic aspect, recruiting for Joliet businesses, these are factors, believe me, it's going to do a lot more for the area at large, and I think every one of you in this room, if you had a medical problem, and you knew that the statistics and your chances for survival and improvement were maybe 20% better at this institution compared to this institution, that's where you're going to go, that's what we're trying to do at that institution, so you may have been formally excluded, but certainly not in an element of compassion and commitment to the east side of Joliet.

MAYOR SCHULTZ said I was born and raised with the Gutierrez family and Earl D'Amico lived on Jackson Street. He said I love the east side, and I went to St. Bernard's school and I watched Silver Cross being rebuilt and my feelings were hurt as the Mayor of this City and the Council that we were not told you were going to make a change like that, and no matter what you say, or what your Board does, I'm not going to buy it.

Dr. Gutierrez said the only thing is that in terms of the fiduciary responsibilities the trustees have, they have to commit themselves to those decisions, and being a Board trustee is not a one hour commitment a week. He said our Board Trustees attend yearly meetings, there's ongoing education, the complexities of

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

running a health care facility such as a major hospital are indeed enormous, and if I'm going to have somebody sitting on a Board with me, I want them to be committed in terms of what they're going to be voting on and their educational process along the way.

MAYOR SCHULTZ said I buy that Doctor, believe me I do, that they made their decision, but we should have been included in that decision, that's my belief.

COUNCILMAN GIARRANTE said I understand your reasoning about better care, but why couldn't that be done right where the hospital is now.

Dr. Gutierrez said we looked at that, and the idea of putting in another tower, disrupting services to the other part of the areas, this was studied, but I think something that is very, very important to me is the location. He said it's going to be right off 355. He said something that's another fact of life relative to health care in Will County is that 65% of the physicians that service the patients of Will County do not live in Will County, so most of our physicians are coming out of Will County. He said and again it relates to the previous fact that I gave you that 56% of the people who live in Will County don't get their health care in Will County, so importantly, what this says to me is that in order for us to go forward, we have to maximize our opportunities, maximize our positions, and having a site right off two major highways to me maximizes our position. He said I don't feel that we can take a chance on the future of our institution.

Mr. Pawlak said I can give you some additional information on the construction data that you might want to consider. He said right now we have 242 beds that we use, even though we're licensed for 304, so there's approximately 60 beds being used for other reasons, and that's very typical of hospitals today. He said but with our 11 buildings now, if we elected to stay where we are, let's assume we took two buildings out every year, if we would do that, we would go from 240 to 200, and right now we're the fastest growing medical/surgical hospital in the State of Illinois, growing approximately 7%, so we certainly need more than 240 beds every year, maybe at this time next year or two years from now we'll need 60, but if we start taking buildings out, we're going to go down to 200 and at that point, we're going to have to send patients elsewhere. He said that condition that I've described for 2 buildings would incur for about 5, 6, 7 years until we reached our capacity of 289. He said by doing that process also we become landlocked, and we only have a useful life of 15, 20 years, and what our Board is responsible for doing is looking at this for 50 to 100 years, and we have 35 acres on our campus, the other area we have 70. He said you could argue we're good for 100 years, and we've taken care of many generations, and if we did that two building scenario of the 11 that I've talked about, it would take us \$465 million to do that, and we don't have that kind of money, we just don't, so I just wanted to make sure you got more of the construction flavor of what this entails at Silver Cross.

COUNCILMAN GIARRANTE said I listened to Dr. Gutierrez and he talked about the increase, the better care, at no time did he address the change in the emergency care for the people in the neighborhood, and as I stated, that's the problem I have. He said listening to everyone that talked here this evening, and I've thought this now since maybe two days after we had that meeting, I firmly believe that the reason the City of Joliet was not brought into this discussion is because this decision to move was made long before we were told about it, that was on the board originally to move. He said with that said, I addressed the urgent care facility before, we never got into specifics. He said how big is it going to be, how many beds is it going to be, how many doctors are going to be there,

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

how many nurses are going to be there. He said a lot of planning went into the new hospital, has that same amount gone into the urgent care facility and do we know how big it's going to be and if there's going to be any doctors, is it going to be manned by nurses, etc. He said I'd like Paul to answer that.

Mr. Pawlak said basically what we'll do is look at similar hospitals that have gone through this before; we'll look at the population demographics, we'll look at the ER current caseload, we'll look at where they originate from and we'll make a determination in the best of our judgment of how many visits we'll have, we'll make a determination if that is 24 hours a day, 10 hours a day, we don't know, but what we'll try to do is to make sure that we accommodate as many people as possible. He said we will do all the necessary work that we can do, and we do have the data there, it's just putting it together and then making a reasonable decision which is best for the community.

COUNCILMAN GIARRANTE said is it safe to assume this will not be a 24 hour facility.

Mr. Pawlak said I can't answer that question right now, I don't know, and once I do get the information and do know, believe me, you'll be the first to know.

Mr. Roolf said if I may respond to the question of was this decision brought to this Board 18 months ago, I stated in my remarks earlier and I gave you the timeframe. He said now you're questioning my integrity. He said perhaps we were misguided in not coming to you and for that I apologize, but I would suggest to you for you to question our decision and the timeframe that I indicated to you for the record, that now you're questioning my integrity, and I object to that because I've invested a lot of time in this community and I work as hard as anyone in this room. He said and I think it's time that we stop talking about bragging rights and look to providing the best health care we can. He said we've worked on this real hard, I can tell you I went home and I couldn't tell my wife or talk to anybody about this, this was very difficult, and to suggest that we made the decision a long time ago is not true, not true.

COUNCILMAN GIARRANTE said with all due respect Jim, two weeks ago we were told, and you were here, that we were going to be given the property, weren't we told that.

Mr. Roolf said my recollection is not that we were going to give you the property because in the meeting with Mr. Mezera, I suggested as I volunteered earlier to be the Board liaison in the re-use of the property. He said it may be that that ultimately is the case, you may or may not want it as a City Council because there are operating expenses related to it. He said we need to work that out. He said as I suggested in my earlier remarks, this is a journey that's starting now; we've made a decision, we need to move forward on it, and it's going to take a lot of time. He said it's not going to be an easy one, it wasn't an easy decision for any of us as we sat around that board table, but what we had to put out of our heads was where the building is, as contrasted to, are we going to provide the very best health care possible for the people of this area. He said Will County has emerged as one of the most stellar communities, and I call the County a community, in the country, people want to come here. He said I think the hospital moving 3 ½ miles, and I believe it's 3 ½, not 4, east, will not negate the City of Joliet's opportunity to bring business to this community. He said yes, am I upset that Joliet may be, and I emphasize may be, losing something, I live here, I'm not moving. He said I'm working on it, and I'm working to help make Will

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

County a better place, and that includes Joliet as the County seat. He said we have to raise the level of everybody's participation; we've got a long road to go. He said we sit here today many times challenged by traffic because many years ago, people wouldn't take a look at infrastructure, and I include hospitals in infrastructure, and say what do we need to do today to plan for the next 20 to 50 years. He said is it an easy decision, I can assure you this was not an easy decision, it was a painful decision. He said do I believe it's the right decision, yes I do.

COUNCILMAN GIARRANTE said with all due respect Jim, I distinctly remember being told that we were going to get the property, and I think everybody remembers that, and when something like that happens, and now we're being told well, maybe somebody misspoke, or whatever, that puts a little cloud over the whole picture for me.

Mr. Roof said well I would suggest that we have a few days and weeks ahead that we can sit down and talk about it. He said it may be that that is what ultimately occurs.

COUNCILMAN BROPHY said I have an important question because I think we were asked to support your position albeit in a brief comment you made, I don't know that we've been asked yet, but we may be asked to take an official position, and some questions still remain in my mind that may affect not just this, but how we act and react with regard to many other matters to come, and Doctor, it goes back to your tough sell. He said and I need to know, if the truth of that matter, in your head and in your heart, is this a tough sell to first class physicians and medical service providers because of where they park their car, or the patients they serve, or the lunch options available to them. He said now granted I'm not prepared, nor are you probably, to answer these questions, and again I wish we could have done it 18 months ago, but this is important for me to know as a representative and a steward of the City of Joliet on how I act and react in the future, not only to this question, but to others. He said if this tough sell is the case, then we need to put our guard up a little bit higher than it's been. He said we need to go back and put the gloves back on and take care of Joliet a little bit better than we have.

Mr. Mahoney said we're not asking you to make a decision today.

COUNCILMAN BROPHY said tell me how, anybody on the Board, how do they do it elsewhere. He said how does the University of Chicago do it with old buildings in an old neighborhood like Hyde Park. He said you name it, how does ABC hospital in the next tough neighborhood in the next tough town do it with old buildings and old neighborhoods and still attract top talent. He said you're telling me that 4 miles makes that much difference to first class world class medical services.

Dr. Gutierrez said to continue to attract your top quality specialists, you have to have a top quality institution.

COUNCILMAN BROPHY said yes you do; what exactly is tough about this sell, I'd like to know.

Dr. Gutierrez said the place where we are now is put together as you know in a very very awkward manner.

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

COUNCILMAN BROPHY said as are many old hospitals around the country.

Dr. Gutierrez said in terms of what we're going to be offering in the future as Connie mentioned, new development type of rooms, they're going to be much more patient oriented, and of course all the technology that we're going to develop in the areas of cardiovascular.

COUNCILMAN BROPHY said and again I apologize, but are we that unique around the country that it can't be done here, take 40 acres and go south for example, replace all the residential with a new campus right on site.

Dr. Gutierrez said you're asking me if it could be done at the present site, no, we've already explained why.

COUNCILMAN BROPHY said what if you were to build this campus that you've got in your plans immediately adjacent to the existing site on 40 acres to the south. He said if the 3 ½ miles doesn't mean anything that way, then why does it mean 3 ½ this way.

Dr. Gutierrez said I think it's important the fact that it's going to be next to two major expressways.

Ms. Curran said I'd like to do three things, number one, the Board voted and made this decision on June 28, so if anybody has any questions about the date, it was June 28, and it was a unanimous decision. She said number two, in terms of physical plant, I happen to be a cancer nurse, I'm also a cancer survivor, I've spent the last 3 years of my life developing a national cancer institute in Washington, D.C. She said one in two men over 50 and one in three women over 50 in this country is going to develop cancer. She said you could not get a state of the art cancer person to move to a facility like ours today, we simply don't have the radiographic equipment, we don't have it and we couldn't put it in the kind of facility that we have. She said even your point about go get more scales, you need to come into our hospital and see the rooms, and see if there's room for a scale, and there isn't, we have small rooms. She said the third thing I wanted to talk to you about is what's going on in other communities. She said I'm not going to name any names here, and in fact I won't talk about Illinois just so I don't get accused of naming names about our competition, but health care is very competitive and in Illinois and in other states, we have some very wealthy systems. She said you have seen some of those wealthy systems move into wealthy areas of Illinois. She said I'll use an example of Wisconsin, I'm from Wisconsin, and I was on the board of a small hospital up there, and a large system that happened to have its genesis in a wealthy suburb like Oak Brook decided that they wanted to come out to our neck of the woods which was getting more prosperous as Will County has become more prosperous. She said they didn't want to come out there when it was farmland and rural and people didn't have much insurance, but all of a sudden when it became sort of upper middle class and when GE Medical built their big facility out there, all of a sudden there was money. She said and that big hospital with its suburban location came right into our community, and the next thing you knew, my little hospital that I was on the board of, lost docs. She said the first thing they did is that they came and recruited our best doctors away, and they recruited them away with better facilities than we could offer, and who follows good doctors, good nurses, good therapists, good pharmacists, everybody follows the good doctors, and eventually that hospital closed. She said that's happening all over the country, you don't have to look very far around here to look at wealthy Illinois systems that

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

are planning, and if we didn't move in where we're moving in, they would have moved in, and you would have had a broken and possibly bankrupt Silver Cross Hospital on your hands in 25 years. She said we have a 3% margin, 3%, that's hideously low.

COUNCILMAN BROPHY said now again, when you say move in, there's a State board that would have to approve that.

Ms. Curran said the Certificate of Need Board, but the Certificate of Need Board has approved stranger things. She said Bolingbrook is getting a new hospital and we have seen incredible expansion in wealthy suburbs.

COUNCILMAN BROPHY said but again, had you expanded, take the footprint of the building you want to build, the beautifully designed building you want to build out there on 355 and put it immediately adjacent to this site, ignore the physical limitations at the moment, but put it immediately adjacent, and then still re-use the current campus for all these wonderful things you've proposed. He said could it be done and is it a matter of the geographics of the neighborhood in which it sits is what I want to know.

Ms. Curran said I do not believe it is, and if there's anything that I've taken true exception to tonight, it was the statement that somebody, because I have never heard that statement, made some comment about a five star hospital in a three star community or whatever you said. She said I've never heard those words before and I find them enormously offensive.

COUNCILMAN GIARRANTE said I did too.

Ms. Curran said we did employ a realtor, real estate consultants, we had local realtors, we looked at property, we analyzed it in enormous detail, and there's obvious competitive information here that we're not free to give out in a public hearing. She said we looked very thoroughly and we've studied this for 18 months.

MAYOR SCHULTZ asked for any further comments and he said the only thing I'd like to say is as far as I am concerned, I want to thank you for coming tonight and sitting down with us and I agree with Councilman Turk, this should have been done 18 months ago. He said we have the minutes on tape of the Land Use Committee, and I believe, so you understand where I'm coming from, I want to listen to those tapes to make sure that we were offered that hospital or something to that effect.

Mr. Mahoney said thanks to all of you for having a conversation with us tonight. He said I think Connie really summed it up very well, the issue is that we have to give the best possible care with you to our residents. He said we talked about the viability of Silver Cross, a critical component. He said we need your help, we want to work with you and we want to make this hospital, which is an excellent hospital today, just an outstanding hospital for all of our families for future generations. He said we want to work with you on the redevelopment of this site. He said we want to use the City's resources and our resources, not antagonistically, we want to use it to work together so that we make our community a far better place and far healthier place to live.

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

COUNCILMAN GIARRANTE said there is a Resolution on the dais that we need to read and vote on.

The City Clerk read the following Resolution into the record:

**A RESOLUTION OBJECTING TO THE  
PROPOSED RELOCATION OF SILVER CROSS HOSPITAL**

WHEREAS, the Board of Directors of the Silver Cross Hospital have announced a plan to relocate Silver Cross Hospital over the next four years to a location in New Lenox that is approximately four miles east of the current Silver Cross Facility; and

WHEREAS, such a relocation would have a significant adverse impact on the police, fire and emergency medical services provided to residents of the City of Joliet; and

WHEREAS, such a relocation will result in an overall decrease in hospital beds in Joliet and a decrease in the accessibility of medical care for Joliet residents on the east side of Joliet; and

WHEREAS, the relocation of Silver Cross Hospital will result in a significant decrease in the number of jobs available in Joliet to Joliet residents; and

WHEREAS, alternative construction options could provide a replacement hospital on the current site with increased efficiencies and financial profitability for the hospital without imposing significant negative impacts on the residents of the City of Joliet; and

WHEREAS, various Silver Cross representatives have made statements and provided opinions on the feasibility of various relocation options and the continuation of their social responsibility to providing medical care to the poor and the indigent but no supporting financial documentation has been provided to the community or the City; and

WHEREAS, Silver Cross representatives have indicated they would donate the existing site to the City of Joliet after the relocation but no formal Board action has been taken to support this offer.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL of the City of Joliet as follows:

**SECTION 1:** The Mayor and City Council hereby find that the proposed relocation of Silver Cross Hospital would not provide a proper standard of health care service to the residents of the City, that Silver Cross Hospital has not adequately demonstrated that the proposed relocation is economically feasible compared to other options and that the proposed relocation is not in the public interest.

**SECTION 2:** The Mayor and City Council hereby express their objection to Silver Cross Hospital's plan to construct a replacement hospital four miles east of the existing hospital.

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

SECTION 3: The City of Joliet requests that Silver Cross Hospital rescind their decision to construct a replacement hospital in New Lenox and proceed with a plan to construct a replacement hospital on the existing site or on another site within the City of Joliet that is not significantly further east of the existing site.

SECTION 4: The City of Joliet requests that Silver Cross Hospital provide the community with satisfactory financial information associated with any relocation plan that would allow the City and the community to review current and future revenues and expenses in a manner that would demonstrate Silver Cross Hospital's commitment to their social responsibility to provide adequate care to low and middle income residents at a level commensurate with their current commitment.

SECTION 5: The City of Joliet requests that the Silver Cross Board of Directors clarify whether their current relocation plan includes the donation of the current hospital and site to the City of Joliet with sufficient resources to conduct any necessary demolition and environmental cleanup.

COUNCILMAN SHETINA said that the new location is about 3.5 miles from the eastern boundary of Silver Cross to Clinton Street, and he asked that the first paragraph of the Resolution be changed to reflect that it is 3.5 miles from the site, instead of 4 miles.

COUNCILMAN GIARRANTE moved that said Resolution be adopted with the change to 3.5 miles from 4 miles in the first paragraph.

Motion seconded by COUNCILMAN TURK.

Motion carried by the following vote:

AYES: COUNCILWOMAN BARBER, COUNCILMEN BROPHY,  
GIARRANTE, SHETINA, TURK, UREMOVIC and MAYOR  
SCHULTZ.

NAYS: NONE.

ABSTAIN: COUNCILWOMAN QUILLMAN.

Prior to her vote, COUNCILWOMAN QUILLMAN said as you know, I wear two hats here, and as an employee of Silver Cross Hospital and as an elected official that represents the constituents of the City of Joliet, I am going to recuse myself from this vote and am going to have our legal counsel explain exactly why. She said I do have one question of Mr. Russ Slinkard who also wears two hats. She said what is the mission statement of the Joliet Chamber of Commerce.

Mr. Slinkard said the mission statement of the Chamber is to promote the profitability of a business and to improve the quality of life for the region.

COUNCILWOMAN QUILLMAN said for the City of Joliet, because you are the President, correct, of the City Chamber.

Mr. Slinkard said that's correct, we're the Joliet Region Chamber of Commerce.

COUNCILWOMAN QUILLMAN said and you also sit on the Board of Directors for Silver Cross and Mr. Slinkard said that's true.

COUNCILWOMAN QUILLMAN said so you also wear two hats, and Mr. Slinkard said I do.

***Proceedings of the Council of the City of Joliet, Illinois  
held on the 8<sup>th</sup> day of August, A.D. 2007***

COUNCILWOMAN QUILLMAN said so you're kind of in the same position I am. She asked the Corporation Counsel to explain that.

The Corporation Counsel said as Councilwoman Quillman indicated, she is a full time and has been a full time employee of Silver Cross for many years, she's a career employee there, and under Illinois law, that relationship prevents her from voting on matters that affect a matter of this significance to the hospital, so I've given a legal opinion to Councilwoman Quillman that she should abstain from deliberation and voting on this Resolution and potentially on future matters that come before the Council that are similar to this.

COUNCILWOMAN QUILLMAN said and I would just like to make one correction, it was stated last night that Council met in closed session. She said I was not in attendance at that closed session meeting, just for the record.

(RESOLUTION NO. 5959)

ADJOURNMENT

COUNCILMAN SHETINA moved that the Council adjourn.

Motion seconded by COUNCILMAN BROPHY.

Motion carried by the following vote:

AYES: COUNCILMEN BROPHY, GIARRANTE, COUNCILWOMAN QUILLMAN, COUNCILMEN SHETINA, TURK, UREMOVIC, COUNCILWOMAN BARBER and MAYOR SCHULTZ.

NAYS: NONE.

---

ARTHUR SCHULTZ  
Mayor

---

JANET K. TRAVEN  
City Clerk

ecorded on Tape